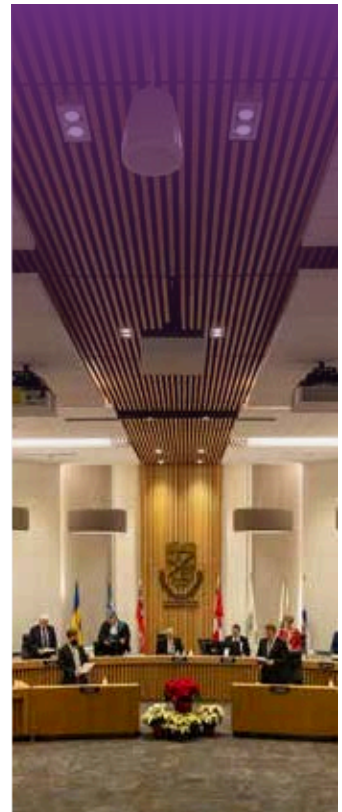
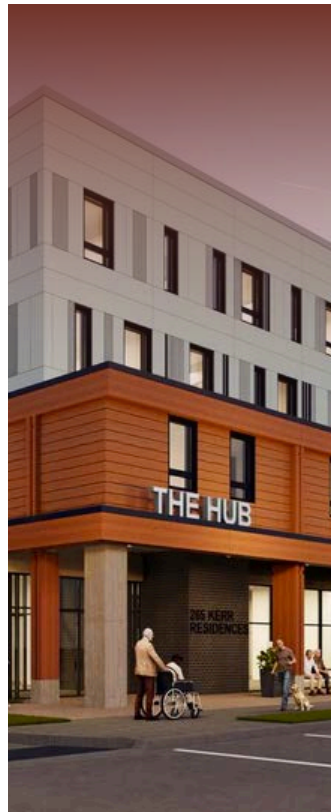




Services for Seniors Strategic Plan 2025 – 2027





Message from Director Andrea Pohl

I am pleased to share the 2025-2027 Services for Seniors Strategic Plan, which will guide the work and priorities of our teams over this term. As part of Halton Region, the Services for Seniors division plays a crucial role in delivering specialized programs and services that enhance the quality of life for older adults across Burlington, Halton Hills, Milton, and Oakville. With services ranging from assisted living and adult day programs to long-term care homes, we are committed to providing person-centered care that promotes dignity, respect, and quality of life for our growing community.

To develop this plan, we engaged directly with clients, residents, families, staff, and community partners through targeted consultations. This collaborative approach ensures that the Strategic Plan reflects the needs and aspirations of those we serve and work with while aligning with Halton Region's broader vision for growth, well-being, and sustainability. The priorities identified through this process will guide our actions as we continue to adapt to the evolving needs of older adults in Halton Region.

Thank you to everyone who contributed their perspectives and feedback during the planning process. Your input has been instrumental in shaping a roadmap that ensures we continue to be responsive, innovative, and dedicated to serving the older adults in our community.

Andrea Pohl
Director, Services for Seniors

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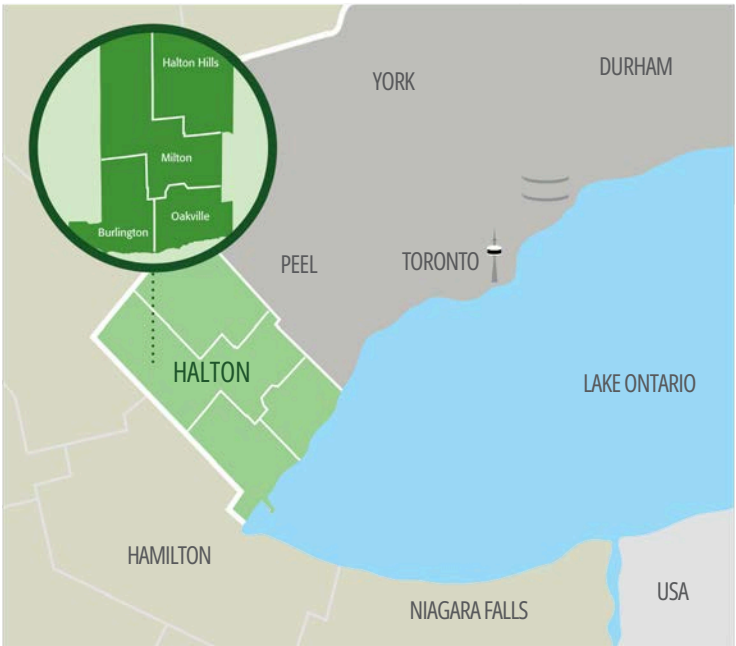
Halton Services For Seniors’ Strategic Plan

VISION

To achieve excellence in the provision of person-centered care and service that ensures the safety, comfort, dignity, and well-being of each person served.

MISSION

To provide person-centered care that promotes dignity, respect, and quality of life.



PHILOSOPHY OF CARE

Our philosophy of person-centered care focuses on making meaningful connections while ensuring residents’ and clients’ individual needs, values, and preferences guide decision making and personalized care.

CORE VALUES



Services for Seniors Strategic Plan

2025 Highlights

The goals set out in the Services for Seniors Strategic Plan aligns with the four current strategic themes set out by Halton Regional Council. This report highlights the Year 1 priority goals and identifies the actions that need to be undertaken to advance these goals and their respective measures.

The four themes for the Strategic Plan 2025–2027 are:

COMMUNITY WELL BEING:

focuses on collaborating with partners to deliver the programs, services and supports that the community needs to be safe and healthy.

INFRASTRUCTURE AND GROWTH:

focuses on ensuring that the necessary infrastructure and services are in place to maintain the high quality of life as the Region continues to grow.



CLIMATE CHANGE AND THE ENVIRONMENT:

focuses on reducing our collective carbon footprint to mitigate the impacts of climate change.

EXCELLENCE IN GOVERNMENT:

focuses on our commitment to strong financial management, Truth and Reconciliation and being an employer of choice as well as transforming service delivery.



Community Well Being

Halton Region is committed to protecting and enhancing the health and safety of the community. Our programs and services continue to respond to changing demographics and needs of residents. The Region is focused on collaboration with partners to ensure residents have the supports needed to stay safe and healthy.



Community Well Being Goals

1

Resident / Client Quality of Life

We promote person-centred care that promotes dignity, respect, and quality of life.

ACTIONS

Implement and sustain Best Practice Guidelines (BPG) from the Registered Nurses' Association of Ontario BPG Program

- Preventing and Addressing Abuse and Neglect of Older Adults
- Prevention of Falls and Fall Injuries from Falls
- Developing and Sustaining Nursing Leadership
- Person and Family Centered Care
- A Palliative Approach to Care in the Last 12 Months of Life
- Intra-professional Collaborative Practice among Nurses

Improve Meal Experience

Utilize feedback from residents, clients, and families on menus, recipes, and meal service. Implement solutions and determine effectiveness of outcomes.

Continuous Quality Improvement

Continue implementation of Continuous Quality Improvement Program to improve resident & client quality of life through annual satisfaction survey and action plans.

MEASURES

Best Practice Guidelines

- # of BPG implemented
- # of critical incidents submitted for allegations of abuse
- Falls rate
- Complaints rate
- Number of complaints related to palliative / end of life care

Meal Experience

- # of solutions to menu concerns implemented

Quality Improvement

- Client / Resident satisfaction scores





Community Well Being Goals

2

Dementia Care Strategy

We continue to enhance dementia care for residents and clients in Halton Region's long term care and community programs.

ACTIONS

Enhance the Built Environment

Create spaces that optimize functional ability, independence, and confidence for residents and clients.

Develop Our Workforce

Equip staff with the appropriate level of dementia care training and supports.

Support Individual Needs

Enhance dementia care and services, supporting individual needs of residents and clients through meaningful relationships.

MEASURES

Enhance Built Environment

- # of capital projects undertaken to support dementia in the division

Develop Workforce

- % of staff who complete dementia care training for their role

Support Individual Needs

- Performance of division on dementia related risk factors such as number of falls, pressure injuries, delirium)

3

Access to Care

We ensure that older adults in Halton can access the right care at the right time.

ACTIONS

Development and Expansion

- Support the development of the Kerr St. Community Hub programs.
- Advocate for expanded Assisted Living services in Oakville and adult day programs.

MEASURES

- Funding received to expand the assisted living, supports for daily living, and adult day programs



Infrastructure and Growth

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Halton Region is committed to ensuring that the necessary infrastructure and services are in place to maintain the high quality of life as the Region continues to grow. Halton is focused on making investments that optimize transportation network options and maintain infrastructure in a state-of-good repair.



Infrastructure and Growth Goals

1

Risk Management

Protect the needs, risks, and assets of the Division.

ACTIONS

Emergency Preparedness

- Establish shelter agreements
- Maintain and continue to implement appropriate business continuity plans/ continuity of operations and Emergency Management plans
- Maintain and implement Fire Safety Plans in collaboration with local fire departments
- Develop emergency exercises and applicable training and drills for all staff

MEASURES

Emergency Preparedness

- % of incidents and debriefs occurring in the homes related to Emergency Code Procedures
- Annual Fire approval
- # of training/ drills completed annually

2

Technology

Leverage technology that will support quality services to residents, clients, and staff.

ACTIONS

Technology Plan

Develop a strategic multiyear technology plan to ensure current and future technology applications meet operational performance needs:

- Multi-Factor Authentication to enhance information security
- Single-Sign On technology to improve staff efficiency
- Transition to Microsoft 365 cloud services to enhance collaboration and information sharing

interRAI Transition

Transition from RAI-MDS to interRAI Long-Term Care Assessment system.

MEASURES

Technology Plan

- Number of technology implementations completed

interRAI Transition

- Successful and on-time implementation of interRAI system



Climate Change and the Environment:

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Halton Region is committed to protecting the environment and taking action to address climate change. Reducing our collective carbon footprint to mitigate the impacts of climate change is a priority. This commitment underpins all of the priorities detailed in our Plan.



Climate Change and the Environment Goals

1

Carbon Footprint

Reduce our collective carbon footprint to mitigate the impacts of climate change.

ACTIONS

Waste reduction

- Explore, recommend, and support implementation of actions to reduce food waste.

Energy Use

- Evaluate energy efficient options for all capital projects.
- Complete lighting audits at the three Long-Term Care homes, Milton site, and Adult Day Programs.

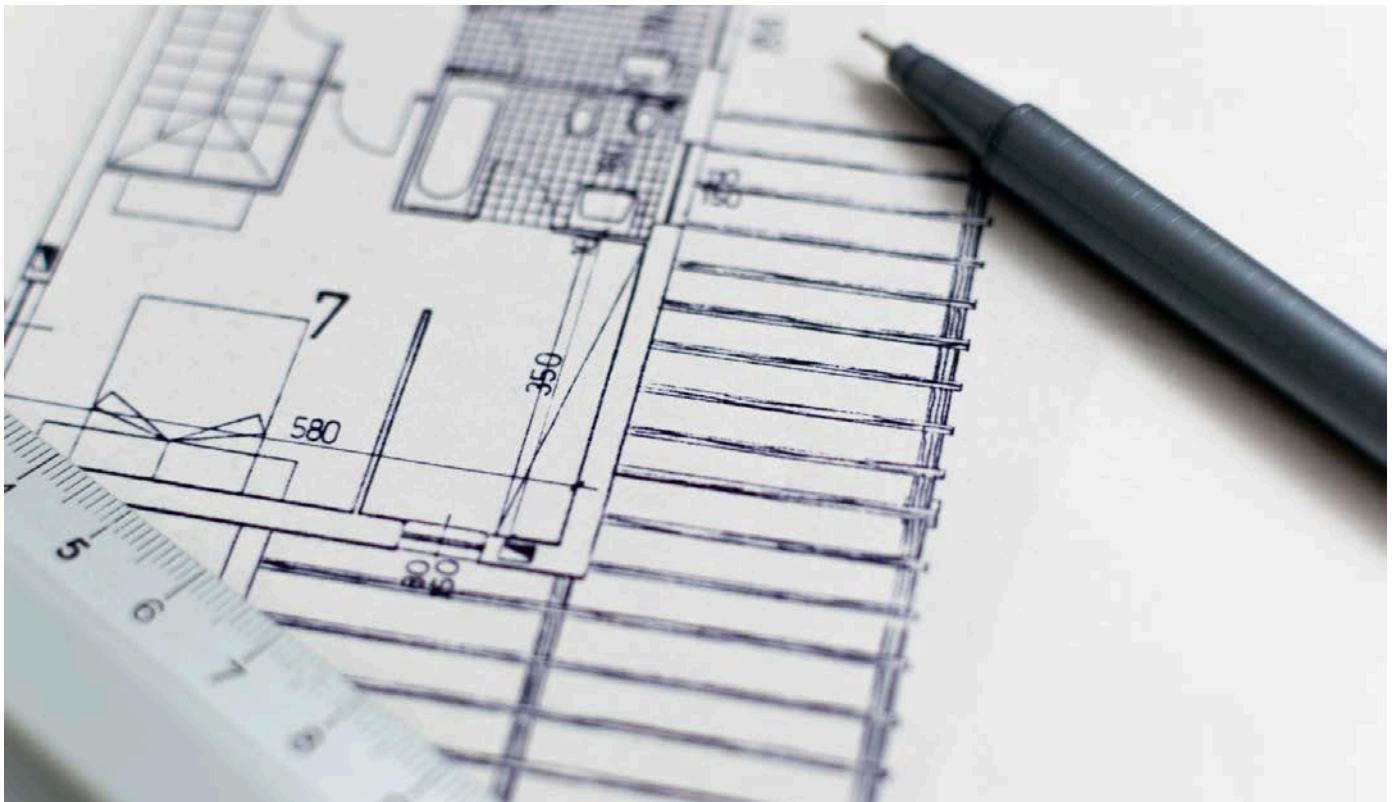
MEASURES

Waste Reduction

- # and value of food/beverage items issued to waste each month

Energy Use

- Lighting audit results





Excellence in Government:

Halton Region is committed to strong financial management, advancing Truth and Reconciliation and being an employer of choice focused on Equity, Diversity and Inclusion. Transforming service delivery through innovation is a priority for the Region.



Excellence in Government Goals

1

Workplace Wellness

We provide a safe and healthy workplace that supports physical, mental, social, and organizational wellbeing.

ACTIONS

Safe Workplace

- Standardize Joint Health and Safety Committee and support the ongoing promotion of workplace health and safety initiatives.
- Develop, implement, and promote Equity, Diversity, and Inclusion initiatives.

Staff Recognition and Wellness

- Develop and implement staff engagement, recognition, and appreciation initiatives.
- Develop and promote mental health & wellness programs and initiatives.

MEASURES

Safe Workplace

- # of workplace incidents per year
- Progress on cultural competency plan

Staff Recognition & Wellness

- # of initiatives developed and implemented from staff satisfaction survey
- Wellness and satisfaction ratings





Excellence in Government Goals

2

Employer of Choice

Services for Seniors is an employer of choice for Long-term Care, Adult Day Program, and Assisted Living programs to attract and retain high quality staff.

ACTIONS

Recruitment and Retention

- Develop an overarching recruitment, onboarding, and retention strategy.
- Leverage existing and create future opportunities for students in collaboration with colleges and universities.

Staff Development

- Enhance talent management, succession planning, training, and development opportunities to increase leadership potential (SC4 Mentorship program).

MEASURES

Recruitment & Retention

- Services for Seniors staff turnover rate
- # of student placements

Staff Development

- Mentorship opportunities for MMSG and OCT staff

3

Quality Improvement

We support a culture of continuous quality improvement through better accountability, enforcement, and transparency.

ACTIONS

Accreditation

Successful three-year CARF (Commission on Accreditation of Rehabilitation Facilities) Accreditation.

Continuous Quality Improvement

Develop and implement Quality Improvement Plans (QIPs) for 2025-2026.

MEASURES

Accreditation

- Number of CARF non-conformances.

Quality Improvement

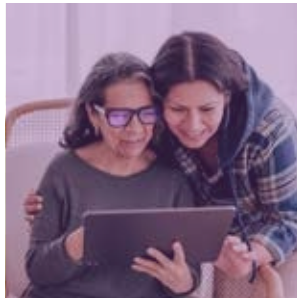
- Performance on QIP indicators (ED visits, falls, antipsychotic use)

Halton Region

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